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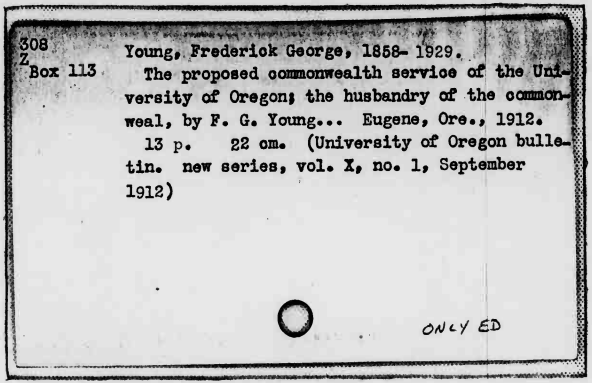
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THE PROPOSED COMMONWEALTH SERVICE OF THE UNIVERSITY OF OREGON

The Husbandry of the Commonweal

By

F. G. YOUNG,
Head of the Department of Economics and Sociology
University of Oregon

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I

HIGHER EDUCATION GETS ITS TRUE MEANING FOR STUDENT AND FOR CITIZEN IN COMMONWEALTH SERVICE.

PLANE OF HIGHER EDUCATIONAL ACTIVITY TO BE RAISED.

The University of Oregon proposes to raise the plane of higher educational activity. The leverage relied upon is a more nearly normal educational process and a more worthy educational purpose. All of the institution's work is to be brought into clear and conscious relation to social service. University effort will thus be invigorated by a new motive; University courses shall be made to focus upon the effecting of definite social achievements.

A WORTHY END IN SIGHT FOR ALL OF THE STUDENT'S WORK.

Substantial and worthy ends for the work of the students will be brought into view. The immediate application of their fully matured knowledge in active effort will mean attainment of power, and will arouse interest far beyond what has been possible under the present less edifying and less purposeful pursuit of their studies. This steady appeal to the best in them will foster the motive of social service and leave in the background where it belongs that of private gain.

CLOSEST ALLIANCE BETWEEN THE UNIVERSITY AND THE PROGRESSIVE CITIZENSHIP OF THE STATE TO BE REALIZED.

The University as a whole, with this new controlling spirit in its purpose to have a part in social progress, will be brought into closest alliance with the progressive citizenship of the State. Cooperative effort between the University and social betterment movements will be regular, sustained, and increasing. A munificent source of energy for commonwealth uplift, now so largely latent or absorbed in more or less haphazard and futile effort, will for the first time become fully active and productive of largest results. The pace of progress will thus be greatly accelerated.

THIS STEP BY THE UNIVERSITY AN OUTGROWTH OF ITS COMMONWEALTH CONFERENCES.

This expansion of the University's commonwealth service is but the next stage of growth of the institution's activities in the commonwealth conferences that have been held during the last four years. These were

a conspicuous innovation in American state university activity. 1. It is now proposed to develop that line of effort in the direction of extending the work of all University departments into phases of active effort that have clear and vital relations to the promotion of the common good. This aim for the first time makes higher education in the largest degree practical and liberal. It is the only aim compatible with the idea (which is perfectly true) that the major part of the University's service is realized through its securing for the people the highest standards of professional service. Only as the University's social service function is clearly and fully comprehended in its widest bearings and rigidly adhered to are its activities held true to the end of fostering highest standards of efficiency in all vocations and professions. These standards are high only by virtue of beneficent and up-building social results.

THE UNIVERSITY WITH ITS COMMONWEALTH SERVICE APPLIES THE MOST ADVANCED PRINCIPLE OF EDUCATIONAL THOUGHT.

This evolution of University work is based upon the position taken by all leaders in educational thought that "education is, fundamentally, a whole-activity process in which the intellectual element functions as a tool of useful progress, and only incidentally a purely intellectual or knowledge process." 2. The "whole-active process" for which the State University is maintained and with which the work of every University student should be identified is clearly some line of commonwealth improvement. The bringing of University work to this active and normal process will go far towards giving the key to the problem of winning the average student to a primary interest in his studies and away from present athletic and social distractions.

THE STUDENT WILL FIND THE ABUNDANT LIFE IN HIS STUDY.

Through bringing the University courses to bear directly upon the different social problems the work of the University student becomes a normal regimen for the whole-souled and talented young men and young women. Not only will the joy of an abundant life be theirs during their four years of University preparation, but when after graduation they take up their life-work their purpose and power of social uplift will have been multiplied many fold. The commonwealth will also have profited greatly through this full realization on the part of the student of his possibilities for service. But of much larger measure will be the social gain of the respective communities in which each finds his home.

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1. Many most valuable commonwealth services outside of these conferences have been performed from time to time by members of the University faculty. Conspicuous among these were the surveys and investigations, the results of which appeared as "University Bulletins". It is necessary to name only such as "Water Power on the McKenzie River"; "State Systems of High School Control"; "Procedure for Tax Reform in Oregon", etc., etc. There has been also a rapidly growing line of social service developed through the theses of the University's graduate and undergraduate students in fulfillment of requirements for Master and Bachelor degrees. However, the present purpose of effecting such a fullness of espousal of commonwealth service as to bring it into a vitalizing and dominating relation to all of the institution's work constitutes a new step.

2. This is the formulation given to this principle by Joseph K. Hart in a paper on "The Failure of the Country School in the Modern City", published in the "American Journal of Sociology", v. xviii, pp. 92-114.

THE UNIVERSITY LEAVEN OF THE SPIRIT AND POWER OF EFFECTIVE SOCIAL SERVICE WILL LEAVEN THE WHOLE SOCIAL MASS.

Our concern now is with the University regarded as a single working agency, with all of its resources of youthful talent and idealism, with the best light of science at its command and with the skill of scientific methods to be applied to social problems. The proposed new departure in University activity brings this agency into active alliance with all other social agencies intent upon effecting civic improvement. A social gain of equal importance with that obtained through the transforming influence upon the individual students, because of this commonwealth service of the University, is to be expected in the responsive cooperation of the public to this University initiative. With this social purpose characterizing the University work the problem of incorporating all of the public spirit extant among the citizenship of the State with the University into an integral whole is solved. All conditions that had served as obstructions to the carrying of the full power of the University influence and functioning to the farthest bounds of the State disappear. A State-wide University activity becomes an established fact.

CIVIC ORGANIZATIONS ALL WORK AS UNIVERSITY OUTPOSTS.

With the advantage of the aid of a University imbued with the commonwealth purpose the civic organizations throughout the State will attain a new efficiency. Federation with systematic and cooperative effort along lines of coordinated activity and with the use of the best light of science and scientific methods will now be realized by them. This marshalling and organization of all the forces of progress means an altogether new measure of achievement. By smoothing the way to effective social effort all with generous impulses will be stimulated, sustained and guided. Civic impulse thus reenforced by the University will become habitual and a new and higher spirit will be engendered and will reign among the citizenship of the State.

II.

COMMONWEALTH SERVICE THE NORMAL RÖLE OF THE STATE UNIVERSITY OF TODAY.

THE NEW IN THE SITUATION OF THE STATE UNIVERSITY OF TODAY—A NEW WORLD, A NEW UNIVERSITY OUTFIT AND NEW LIGHT ON THE UNIVERSITY PROCESS.

It has been pointed out what it means to the University student to have the spirit of the University determined by the espousal of direct commonwealth service and by the molding of all of its activity in conformity to this mission. Reasons have also been given for believing that the spell of the University will then be cast over all those throughout the State who are susceptible to any public spirit, and that their civic organizations will have their efficiency, because of reliance on the certain aid of science, brought to a university standard. The consequent gain to the State in all lines of achievement is evident.

That the proposed espousal by the State University of the role of direct participation in the promotion of social progress is a departure from the traditional function of such institutions is fully appreciated. Is there sufficient reason for this repudiation, or at least distinctive modification, of the time-honored sphere of University service? In the first place, there has been a wide disparity in the respective rates of transformation which the world outside and the University have experienced. And more-

over, the very character of the world movement toward democracy with its timely insistence upon equality of opportunity has created a new responsibility for the State University. Then too, the University has a largely new outfit of knowledge in the sciences, especially the social sciences with their immense humanitarian utility. Does not the disparity between what the world was and now is, between what the University had as its tools then and what it has now, seem to make a strong *prima facie* case against adherence to the traditional indirect service of the State University? Are not the chances strong that the time-honored "truth for truth's sake" motive of the traditional activity has become "an ancient good" and that it is "uncouth" under present day conditions?

And furthermore, new light has been thrown on what makes the normal educational process in itself—a light that reveals the fact that the new essential element for the University student is a conscious and vital purpose. The carrying out of this purpose in activity is the life-giving element for the University student. In view of all of these unsatisfied conditions under adherence to the old University function can anything be more certain than that the State University must advance beyond its traditional indirect service if it would have a part in molding the higher social order?

THE COMMONWEALTH REALIZES ITS HIGHEST DESTINY ONLY AS STATE UNIVERSITY FUNCTIONING OBTAINS IN IT.

Factors of highest potentiality for progress are ready at hand in the State University. It embodies the most precious elements, in the best working order, of the social heritage. A people that fails to avail itself of these in its upward climb will be subject to much stumbling, will encounter many pitfalls that might easily have been avoided, and will be doomed to drag itself along the steepest and most rugged paths.

From the world's best literature in the University library shine forth entrancing ideals; from its laboratories science offers the most effective tools of progress; its graduates set the standards of highest efficiency. The State University is the nursery of a large part of the best promise of each generation. And why should not the university youth exemplify faithful and effective effort for the deeper and higher interests of all the people? With this great and growing flood of aspiring talent passing upward through its halls, why should not the State University function directly as the well-spring of the spirit and achievements of progress? To leave university mediation out of the practical affairs of a commonwealth is on the par with leaving moral and religious principles out of life. It would bespeak a very primitive social economy, indeed, not to bring the best theory available into direct bearing upon daily practice.

Just now Oregon has critical need of university functioning in direct commonwealth service. Without such service by it, and by a pure press, the forces making for confusion and the betrayal of the people's weal seem to have the upper hand and threaten to lead to a weary wandering in the wilderness of futile devices and policies—if not to bring a near approach to anarchy. It devolves upon the University here and now as the commonwealth pilot not only to point out the breakers, but also to chart the course for the ship of state leading to the haven of highest destiny.

There is a growing permanent need of this University commonwealth service as our social order is becoming more and more dynamic. It is not as in all the centuries past virtually at a standstill, or moving at a snail-like pace. With this twentieth century pace of change our hit-or-miss social ventures entail an awful waste of labor and of life, with

imminent danger of most dire disaster—there are so many ways of going wrong to one of going right. Safe principles of guidance are available. The University is largest sponsor for them. It must be counselled with if our public affairs are to be handled so as to secure consistent progress with least mishap and social cost.

III.

SOME SOCIAL AND INDUSTRIAL CONDITIONS IN WHICH THE NEED FOR COMMONWEALTH SERVICE CREATES AN OPPORTUNITY FOR THE UNIVERSITY.

ANALYSES OF THESE AS SOCIAL PROBLEMS AND THE PROCEDURE FOR REFORM OUTLINED.—SOME FUNDAMENTAL SOCIAL PROBLEMS LISTED.

It is hoped that enough has been said to indicate that with commonwealth service fully espoused as the characteristic function of the University this institution would become a pervasive regenerating agency affecting the lives of all of the people of the State. Regularly registered improvements in vital conditions of life, brought about through movements under University auspices, and under the observation of the citizen whichever direction he turned, would kindle his imagination to picture ideal social conditions and spur him to resolve upon the future realization of them. A community made up of people with such visions, and cognizant of the means of certainly realizing them, would be like "a going concern" operating with maximum efficiency.

There is virtually no limit to the objects of public welfare to which the salutary influence of the University could be directed. Attention will be called only to a few of those for which the department of economics and sociology should feel some responsibility:

1. Our POLITICAL ORGANIZATION, represented in the school district, the municipality, the county and the state and federal governments, as a slightly modified heritage from a past of more primitive conditions, involves a series of problems of RE-ADJUSTMENT. Suitable as each of these public agencies might have been to past conditions the adjustment of each has not kept pace with the rapidly changing social conditions and needs. And moreover, lack of effective publicity in the conduct of public affairs by these agencies results in a low degree of efficiency. For the raising of this and for effecting the reorganization needed to adapt to present day condtions the University can be an essential instrumentality.

2. Our industrial organization developed under a dispensation of almost unregulated competition accomplishes wonders never before possible to humanity, nevertheless there are EXCRESCENT FEATURES in our system of business and the elimination of these would in no wise interfere with the normal working of the industrial system as a whole. Evidence of this excrescent development in our industrial organization is found in the wide margin between the price received by the producer and that paid by the consumer under conditions where there is no necessity for this burden of excessive cost. This involves the problem of supplanting the "middleman" through more extended public and voluntary cooperation. The University's mediation for effecting this end can avail much.

3. Our economic organization includes not only excrescent features that should be eliminated but it also exhibits relations that involve a GRIEVOUS DEGREE OF SOCIAL AND INDUSTRIAL INJUSTICE. If the causes of the misery of the ill-paid and over-worked classes are not removed destruction awaits the civilization as a whole. But the remedying of these evils makes probably as hard a problem as man will ever have

to face. Moreover, the problem of forestalling the wretchedness of the poor will always be with us. For civilization moves forward, from now at least, not so much on "the powder cart" as on increasingly complex social and industrial relations. The burden of a rising civilization is one of maintaining salutary social relationships, those yielding justice and liberty as well as life enrichment.

For the maintenance of this social equipoise light as well as sympathy will always be needed—depth of social insight as well as vigilance and the spirit of fraternity. The American conscience is just now being thoroughly awakened on this matter. No other agency so well adapted as is the State University can a democracy devise for simplifying and clarifying these exceedingly complex problems so that the good sense of the people will suffice to comprehend the issues and lead them to right decisions. For the work of indicating the privileges to be eliminated and the social increments to be appropriated and outlining the procedures to be followed, that will not cause as much injustice as it is aimed to cure, the services of the State University are indispensable.

4. Oregon should be ambitious. It comprises a people and a land and resources that are unique. The road to pre-eminence for this State is open only through a wider and higher use of the principle of cooperation in commonwealth organization and policies and by the people in their different private enterprises. The University as the agency for assimilating the records throwing light on the public welfare activities of all advanced peoples is in position of advantage to serve as the eye for the people of Oregon to discern the elements advisedly incorporated in the plans for developing and utilizing their prodigious water power; for subduing, draining and irrigating the immense areas of unimproved lands; in capitalizing projects for more intense cultivation of Oregon farms; and in securing unparalleled facilities for community recreation and life enrichment.

5. The possibility looms of doubling the legionary forces of progress. A consciousness is rapidly developing among us that the normal role of woman in promoting the commonweal, with or without the instrumentality of the ballot, is not only as important as that of man but also of an allied character. The actual attainment by women of this equal efficiency in social achievement depends upon an inviting scientifically planned guidance being available for giving her insight into the pith of the social problems.

Such instruction is possible only as it based upon a complete grasp of the situation in which woman finds herself—of her heredity, of the peculiar environmental influences affecting her and of her outlook. The University with its adequate comprehensive view of the social process as whole alone is able to give that service to womankind. Such systematic aid will be available to her as will most readily and fully fit her for responsibilities of citizenship on the same plane with those of man. University correspondence courses in civics and sociology for women's clubs should be in great demand.

HOW THE UNIVERSITY WILL PROCEED TO RENDER EFFECTUAL AID TO THE PEOPLE WITH THESE FUNDAMENTAL PROBLEMS—THE METHODS RELIED UPON CALL FOR CHARACTERISTIC UNIVERSITY ACTIVITIES AND HAVE RECENTLY SECURED HIGHEST RESULTS APPLIED IN PRIVATE BUSINESS SYSTEMS.

The list of problems defined gives a fair sample of the matters upon which the people could make the best use of aid from the University. There is no denying the fact of increasing popular restlessness in regard

to evils suffered, burdens borne and needs left unsatisfied. Some new agency must be the source of relief.

The common corrective that the people need in their political and economic systems is efficiency. This includes the doing cheaply and the doing well, but also the doing all, of the things the conditions of the community require should be done by public agencies. During the last few years private business systems have received wonderful impulses toward higher efficiency. If the different methods used in gaining this efficiency in private enterprise reveal a common principle, this factor should be applicable in effecting the same degree (or as we shall see an even greater degree) of transforming improvement in public business. AN ANALYSIS OF THE DIFFERENT METHODS RELIED UPON in private business for the purpose of finding this common factor is made by Charles Buxton Going, Editor of the Engineering Magazine, in an article published in the September (1912) Review of Reviews. I quote the conclusion he reaches:

"The great common divisor of all the methods (not the entirety of any one, but an imposing factor of all, whether they be incentive, scientific, or suggestive) is DISCOVERY, ILLUMINATION, DEFINITION AND DISSEMINATION OF KNOWLEDGE—the open, accessible declaration of all the material facts affecting any transaction, for the information and guidance of all whose interests are involved therein.

"Using the term, not in its lower and narrower meaning, but in the highest and finest sense that can be given it, the universal factor—the great common divisor—of all the new philosophies by which industrial efficiency is increased is—Publicity."

It will be noticed that Mr. Going finds that the common factor in all methods of gaining a higher efficiency comprehends the "DISCOVERY, ILLUMINATION, DEFINITION AND DISSEMINATION OF KNOWLEDGE." (The emphasis is his own.) This generalized efficiency-securing process is absolutely identical with the State University process or function. Need there be any further evidence adduced regarding the propriety or the desirability of commonwealth service by the University, or any hesitation as to the method of procedure for rendering such commonwealth service? It is true that the securing of social and industrial justice was included along with efficiency as one of the general aims of University commonwealth service. But if publicity, "in the highest and finest sense that can be given it," makes for efficiency it surely will suffice also for the end of social justice.

The first step in entering upon any improvement work means a survey. With this the facts in the situation are discovered. There comes then the charting, diagramming and mapping of the data secured to illuminate and define this knowledge. Reorganization or reconstruction to secure conformity to the normal or ideal type is next in order. This will be effected through the publication in reports (dissemination) of the organized knowledge to evoke the power of enlightened public opinion. Cooperative effort will then obtain towards reaching a higher plane of social life.

In securing these social surveys, the experting of accounting systems and in promoting the work of reform and improvement the distinctive role of the University is that of the guide and counselor. Its most productive effort is that which secures the federation and stimulation of the different organizations of social uplift and in bringing about a coordination of their activities. Granges, municipal leagues, women's clubs and other civic organizations should get light and leading from the State University. Only when such conditions obtain are the agencies of social progress in normal working order.

BRIEF AND TENTATIVE ANALYSES OF ASPECTS OF SOCIAL PROBLEMS EXHIBITED IN OREGON CONDITIONS.

Many symptoms indicate that much is awry in in the organization and functioning of our political and economic systems. The burden of the support of the political agencies are inequitably shared. Taxes almost impoverish some, others hardly feel their portion. The average rates levied are high with no proportionate return in public services, indicating a state of inefficiency. Many community requirements are not met at all. Our systems for effecting exchanges of products and of labor are clumsy in the extreme, involving inordinate costs.

Unearned increments are enjoyed by some who luxuriate in idleness while others suffer dire conditions of poverty. Unworthy standards of living are too common. We need to shift as rapidly as possible our social order from its basis of property to that of function and thus make it a moral order.

Our enterprises lag and we go without comforts and continue in drugery. We are slow in applying the beneficent principles of cooperation and of concentration of our capital. We are wasting non-renewable resources, and leaving undeveloped others the use of which would not involve any depreciation or consumption.

Need enough there is of a diagnosis of the perversities in the different aspects of our social order. Slight analyses will be attempted merely for the purpose of illustration.

1. Our COMMONWEALTH POLITICAL MACHINERY, represented in our school district, municipal, county and State organizations, is liable to deterioration in service and maladjustment to our needs. With lack of publicity the incompetent and the designing introduce inefficiency and graft. An equally or more important impairment arises out of the conditions of social progress itself. Social conditions are fluid but these social structures are comparatively fixed. Readjustment of these organizations, both in functions and forms is needed or social waste, and social wrong as well as obstruction to advancement, occur.

For the securing of all these, publicity, readjustment, and reorganization—the service of the University will be most helpful.

(*a*) Through its aid uniform systems of accounting for the same orders of institutions will be developed and installed. These will serve as means for determining and comparing costs of like units of service by the different governments of the same class. Publicity and efficiency will thus be promoted.

(*b*) Scientific budget-making will then be possible and will be installed so that expenditures proportionate to the respective measures of social need will be realized. Readjustment and efficiency, in the sense of getting right service, will be gained.

(*c*) The University will foster reorganization effecting concentration of responsibility, will help to make rewards proportional to service, and tenure and promotion will be made to depend on desert. Elective officers will be limited to those who determine policy so that with short ballots the personnel for the offices may be intelligently selected.

A burdensome cost of maintenance now rests upon all who do not share in unearned increments, legal privileges or monopoly gains. Relief will be secured by getting a portion of the public funds needed through appropriation of social increments and through the special taxation of those who have franchise and other monopoly profits.

The University coming to the aid of the people mystified and confused by these undesirable political conditions will succeed in pointing the way to mastery of the situation because of its bringing to bear an insight into the principles underlying it. Using all significant facts that are

ascertained through surveys, analyses are made of the elements of each problem. With charts, diagrams, maps and exhibits the whole is brought to intelligent comprehension by the people, and their successful administration of their public affairs with the largest realization of the commonweal naturally follows.

2. The EXCRESCENT FEATURES that our INDUSTRIAL SYSTEM exhibits deserve the attention of people who desire to get rid of an unnecessary handicap. Evidence of the uneconomic processes in the business world is found in the excessive cost to society of the work of effecting the exchange of commodities and services. The extent of the "middleman's" toll is measured by so much of the wide margin between the price received by the producer and that paid by the consumer as it exceeds the cost of the process—performed most economically—for effecting this social service.

The situation is a challenge to communities to organize and maintain private and public agencies of cooperation. The art of administering associations for cooperative buying and selling and of maintaining public markets is to be acquired. Labor exchanges in the shape of a system of free employment offices and agencies need to be instituted that unemployment with its woeful consequences may be reduced to the lowest limit. Land exchanges should be established to obviate the social cost of maintaining a horde of almost parasitic real estate dealers as well as to protect unsophisticated purchasers from ruining impositions.

In connection with this social problem of reaching a higher plane with our organization for effecting exchanges the University will lend substantial aid. There will be the collaboration of the different forms that organizations for cooperation have assumed. The significant history of projects having fields similar to those presented by Oregon will be traced. An inductive study of the facts thus ascertained will be made with reference to ascertaining the requisities for success under Oregon conditions. The problem as a whole is one of acquiring a higher degree of economic and social competency. The University's service toward simplifying and clarifying the conditions to be met, in making available the light of all experiments in this line, and in bringing about a clearer realization of the measure of the gain success would yield—all this together should suffice toward reaching a new goal of victory in this struggle for freedom from a burdening handicap.

3. INDUSTRIAL AND SOCIAL INJUSTICE. The range of need which a commonwealth has for counsel and aid is wider far than that of keeping its political organizations at highest efficiency and adjusted to present day requirements. Relief of a more general character too is sought than that which will be obtained through an economic performance of the middleman's function. Our highly developed social organism is susceptible at every point to preying propensities. Not unlike is it in this respect to the highly bred scions of the orchard and the farm. (But there the figure ends.) Citizens otherwise exemplar and well-disposed are implicated in these parasitical gains. So great are the prizes and so disguised the transactions that many fall into temptation. The money-getting spirit of the age creates a maelstrom current towards these doors opening into relations that involve grievous injustice especially to the weaker members of society.

The wide separation between the producer of any considerably transformed or compounded product and the consumer of it not only gives opportunity for a highwayman act by the middleman but it also renders the producer fairly safe in any act of adulteration or debasement. The far remove of the capitalist participant in any enterprise from the laborer, effected through corporate and trust organization, shields the

sensibilities of the stockholder from the oppressive cruelties that through stern demands for dividends, are inflicted upon women and children employees.

Public opinion in our modern democracy, acting directly or through legislative, administrative or court officials, takes all these matters into its own hands. It is at a fearful disadvantage. These forms of social injustice made possible by the widely extending and enmeshed character of our business and economic relations are myriad. Without trained social insight and imagination the citizen who helps to create public opinion is non-plussed by the situation. The exploiter wears sheep's clothing. His personal habits are exemplar. His bearing in the family and in the local community is above criticism. He poses as a philanthropist. A moiety of the ill-gotten gains go into the box for home and foreign missions and to endowment funds for hospitals and universities.

A glance at the general aspect of the slum; at the maimed workman, the fatherless household or the child factory-employee there; at the unsafe and insanitary factory; at the penniless found everywhere whose all was with the bank that was wrecked, or was enveigled into the hands of some swindling schemer—such things prove beyond any possibility of question that public opinion with its present help is far too slow and too dull of sense. The people must be trained to an insight into social relations that has the X-ray power for detecting elements of social injustice. A mind's eye sense that suffices for visualizing these invisible but momentous matters for our welfare will be developed only as the thought of the people is trained to a comprehensive and facile grasp of the vital parts of our social organization. The University alone can lead in the attainment of competency by a democratic people for twentieth century conditions.

Constructive changes in our social order must be in progress so that the present sweeping power of temptation will be lessened. Reforms that will bring motives of service into play where those of greed now hold sway must be instituted. Public ownership supplanting the privately owned monopolies will effect this if imagination and civic spirit can be made to grow apace with these changes in the social order. The other alternative "is to fence off the downward paths and leave competition to spur rivals into the upward path." For the installation of the most efficient systems of regulation and control the University's aid is indispensable.

But at best our "spread-out manner of life" and highly capitalized industry must have its attending systems of relief. In devising and perfecting these, too, the University becomes normally the main factor.

4. THE LARGER COOPERATION. Industry had its great historic and revolutionary expansion through capitalization. This was but a larger combination of the productive power of past labor with present labor. It was a synthesis. Through a similar alliance of the present capitalized units the next higher order of expansion will be realized. The trusts were more or less perverted anticipations of this development, due to the fact of their being surcharged with sinister motives.

Success on this higher plane demands a larger plan and higher purpose. It involves using any line of resources of the commonwealth in a coordinated unit and having in view social productivity rather than private profit alone. The very statement of this problem indicates that the steps towards its solution must be assisted by the University. Take for example Oregon's power resources. Nothing like the best development of them is possible except as the enterprise is worked out as a whole. And a state university worthy the name would figure in that development.

5. The civic awakening of the womanhood of the State is a movement

of highest importance. Realization of largest results from it can be expected only as the best encouragement and guidance are available. The wealth of light that social psychology, sociology and allied sciences can throw upon the aims woman is intent upon attaining should be brought into service. The University is the agency for the opportunity. Through its activities in this line of service the team hitched to the car of progress will be doubled.

Thus in the clear and conscious and devoted espousal of commonwealth service along all lines the University for the first time gets into normal relations with the other agencies of social uplift and into helpful and inspiring service of all of the people. Its spirit as the exponent of light and co-operation will have a transforming power even greater than that of its active efforts. The University of Oregon will then truly have the relation of prophet and redeemer to the pure democracy of Oregon.

sensibilities of the stockholder from the oppressive cruelties that through stern demands for dividends, are inflicted upon women and children employees.

Public opinion in our modern democracy, acting directly or through legislative, administrative or court officials, takes all these matters into its own hands. It is at a fearful disadvantage. These forms of social injustice made possible by the widely extending and enmeshed character of our business and economic relations are myriad. Without trained social insight and imagination the citizen who helps to create public opinion is non-plussed by the situation. The exploiter wears sheep's clothing. His personal habits are exemplar. His bearing in the family and in the local community is above criticism. He poses as a philanthropist. A moiety of the ill-gotten gains go into the box for home and foreign missions and to endowment funds for hospitals and universities.

A glance at the general aspect of the slum; at the maimed workman, the fatherless household or the child factory-employee there; at the unsafe and insanitary factory; at the penniless found everywhere whose all was with the bank that was wrecked, or was enveigled into the hands of some swindling schemer—such things prove beyond any possibility of question that public opinion with its present help is far too slow and too dull of sense. The people must be trained to an insight into social relations that has the X-ray power for detecting elements of social injustice. A mind's eye sense that suffices for visualizing these invisible but momentous matters for our welfare will be developed only as the thought of the people is trained to a comprehensive and facile grasp of the vital parts of our social organization. The University alone can lead in the attainment of competency by a democratic people for twentieth century conditions.

Constructive changes in our social order must be in progress so that the present sweeping power of temptation will be lessened. Reforms that will bring motives of service into play where those of greed now hold sway must be instituted. Public ownership supplanting the privately owned monopolies will effect this if imagination and civic spirit can be made to grow apace with these changes in the social order. The other alternative "is to fence off the downward paths and leave competition to spur rivals into the upward path." For the installation of the most efficient systems of regulation and control the University's aid is indispensable.

But at best our "spread-out manner of life" and highly capitalized industry must have its attending systems of relief. In devising and perfecting these, too, the University becomes normally the main factor.

4. THE LARGER COOPERATION. Industry had its great historic and revolutionary expansion through capitalization. This was but a larger combination of the productive power of past labor with present labor. It was a synthesis. Through a similar alliance of the present capitalized units the next higher order of expansion will be realized. The trusts were more or less perverted anticipations of this development, due to the fact of their being surcharged with sinister motives.

Success on this higher plane demands a larger plan and higher purpose. It involves using any line of resources of the commonwealth in a coordinated unit and having in view social productivity rather than private profit alone. The very statement of this problem indicates that the steps towards its solution must be assisted by the University. Take for example Oregon's power resources. Nothing like the best development of them is possible except as the enterprise is worked out as a whole. And a state university worthy the name would figure in that development.

5. The civic awakening of the womanhood of the State is a movement

of highest importance. Realization of largest results from it can be expected only as the best encouragement and guidance are available. The wealth of light that social psychology, sociology and allied sciences can throw upon the aims woman is intent upon attaining should be brought into service. The University is the agency for the opportunity. Through its activities in this line of service the team hitched to the car of progress will be doubled.

Thus in the clear and conscious and devoted espousal of commonwealth service along all lines the University for the first time gets into normal relations with the other agencies of social uplift and into helpful and inspiring service of all of the people. Its spirit as the exponent of light and co-operation will have a transforming power even greater than that of its active efforts. The University of Oregon will then truly have the relation of prophet and redeemer to the pure democracy of Oregon.

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